

Criteria	Weighting	Max. Score
<p><b>Q1.5.1     <u>Performance Management (of direct and sub-contracted delivery)</u></b></p> <p>Please include detail of your approach to managing performance of both directly employed staff and sub-contracted delivery.</p> <p>Your response should:</p> <ul style="list-style-type: none"> <li>• Detail the percentage of delivery by the supply chain and by the bidding organisation</li> <li>• Clearly describe how both internal and supply chain performance is managed to ensure the required Service Level volumes are met;</li> <li>• Describe how you will analyse performance data to ensure the required volumes for Service Levels 1-4 are achieved;</li> <li>• Explain how you will proactively identify and report on any actual or anticipated occurrences of reduced performance when compared to the standard required by the Contract;</li> <li>• Explain how you will proactively engage with HMPPS CFO to notify us of any issues and remedial actions rather than waiting for scheduled review meetings;</li> </ul> <p><b>Your response must be limited to 750 words.</b></p>	<b>X2</b>	<b>14</b>

**Answer: Limited to 750 words**

Reed in Partnership (Reed) will tailor our proven Performance Management and Supply Chain Management Frameworks to manage performance of direct/subcontracted delivery against Service Levels, Compliance Measure adherence, and quality standards. Our Frameworks comprise robust systems/processes (utilised on our delivery of 60+ ESF contracts), which are continuously reviewed/improved. We will use the ISPA to formalise subcontractor agreements/arrangements and drive our supply chain (SC) management processes. Our fair, effective SC management approach is validated by our “Excellent” DWP Merlin Standard rating.

**Delivery allocations:**

Provider	% of End-to-end delivery	% of Core Activity delivery	Value
Reed	61%	40%	£4,832,709
Penrose, RFEA (Lead Partners)	39%	34%	£1,488,632
Activity Providers	n/a	26%	£303,659

**Managing Reed/Lead Partner performance:** We have built robust weekly/monthly Service Level (SL) profiles to establish individual/team/contract KPIs, including clear/achievable SC performance expectations in line with ISPA requirements. Our Hub Managers (HMs) will:

- Ensure sufficient delivery to achieve SL2/3/4 profiles (by coordinating/managing Support Worker/Activity Provider activities).
- Track performance daily against SL volumes/demographic targets (e.g. female participants) using CATS+ data.
- Monitor/manage Compliance Measures/quality standards (including caseload sizes).

Our Operations Manager (OM) will hold ultimate responsibility for performance and be HMPPS CFO's Single Point of Contact. Reed/Lead Partner performance will be managed at:

1. Team/Contract level:

- *Internal performance:* Monitored by HMs, who will report weekly to our OM. The OM will report findings/forecasting reports to our Board-level Operations Director at monthly Risk Assessment Meetings (RAMs), facilitating swift implementation of any remedial actions, e.g. allocating additional resource to achieve profiles. **Example:** RAMs' intensive focus on performance/quality KPIs contributed to our 182% increase in sustained job outcomes from Year 2-3 on our Stoke/Staffordshire DWP ESF employability programme.
- *Addressing underperformance:* The OM will develop a Performance Improvement Plan (PIP) outlining improvement actions/targets/timescales, reviewing progress in weekly meetings. The Board will review PIP actions/service improvements during RAMs.

- *Lead Partner (LP) performance:* LPs' delivery/payment models will reflect Reed's. Our SC Manager will manage LPs against SLs, Compliance Measures and Expected Standards).
  - *Addressing underperformance:* The SC Manager will help LPs develop/implement a Service Improvement Plan, reviewing progress at monthly Contract Performance Reviews. Continuing under-achievement will result in LP contract termination, triggering our LP contingency plans.
2. Individual level: Our performance-related pay/progression framework promotes high performance. HMs will monitor/manage Support Worker (SW) performance through: daily team kick-off meetings; reviewing MI daily/weekly/monthly e.g. SL volumes; and evaluating additional measures e.g. distance travelled. HMs will undertake quarterly SW delivery observations, monthly caseload reviews and participant feedback analysis. *Addressing underperformance:* HMs will help underperforming SWs develop PIPs, identifying support to improve (e.g. 1:1 coaching), and review performance daily/weekly. **Example:** On our Hertfordshire DWP ESF contract, additional 1:1 Adviser coaching contributed to a 307% increase in outcomes within 12 months. HMs will have 'dotted line' management of LP SWs based in Reed Hubs, with LPs retaining full line management. Continuing underperformance will trigger a disciplinary warning and, where required, employment termination.

**Activity Provider Performance Management:** Reed's SC Manager will manage Activity Providers (regular, scheduled/timetabled provision), monitoring/managing: performance, through agreed KPIs; and quality, through participant feedback. We will increase impactful providers' delivery.

**Analysing performance data:** Our monthly/quarterly SL1-4 profiles will drive performance management. HMs will use Reed/SC CATS+ performance data to:

- Monitor participant enrolments and activities daily/weekly/monthly, identifying any necessary remedial actions, e.g. better promoting/replacing specific activities based on uptake/retention.
- Review SL achievement by SW, checking SWs are promoting a variety of activities to meet participants' needs/interests.
- Compare SL achievement across Hubs, identifying improvements/best practice.

**Identifying/reporting reduced performance:** We will use our MI monitoring/RAMs/stakeholder relationships/understanding of the probation and commissioning landscape to proactively identify and report (to our Contract Performance Manager (CPM)) any actual/anticipated reduced performance, such as:

- LPs'/APs' reduced capacity (mitigated by clear profiles/planning and capacity-building support (agreed in ISPAs), e.g. on our DWP Work & Health Programme, we helped a subcontractor swiftly increase resource to meet a 100%+ rise in referrals).
- Probation changes, e.g. NPS' commissioning via the DPS may cause competition for referrals (mitigated through our OM's regular engagement with CRC/NPS to anticipate issues/changes).

## CFO Activity Hubs 2021-2023

- Staff/SC underperformance (mitigated through our performance management processes).

**Proactively engaging with HMPPS CFO:** We value our commissioner relationships, aspiring to become trusted partners through high performance and our culture of honesty/transparency. Our OM will:

- Share profile/pipeline data.
- Quickly/proactively notify the CPM, outside of scheduled meetings, of any Reed/SC issues before underperformance occurs.
- Share current/proposed remedial actions, seeking CPM agreement where required, e.g. SC changes.
- Update on actions' impact and how we will prevent recurrence.

## CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.8.2    <u>Social Value – Community</u></b></p> <p>Provide details and evidence of how your organisation will build capacity and sustainability of the Voluntary and Community Sector.</p> <p>Examples could include:</p> <ul style="list-style-type: none"> <li>• Contribute a number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme</li> <li>• Provide facilities for use by community and voluntary organisations for a number of hours per year</li> <li>• Work with community and voluntary organisations to create a number of new volunteering opportunities in the local area</li> <li>• Support local third sector organisations through the supply chain by spending a percentage of total expenditure with community and voluntary sector providers based in the local area</li> </ul> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

<b>Answer: Limited to 250 words</b>
<p>Reed in Partnership is 18% owned by the Reed Foundation charity and we recognise the pivotal role VCSEs play across society; in particular supporting ex-offenders to reintegrate into communities. We work with 50+ London VCSEs via our employment/health programmes (e.g. DWP's Work and Health Programme and Haringey Council's One You Haringey healthy lifestyles programme). To build capacity/sustainability of local VCSEs:</p> <ul style="list-style-type: none"> <li>• 22.46% of contract value will be delivered by VCSE end-to-end Lead Partners (LPs) who will receive £1,488,632 over the contract period;</li> <li>• Our ring-fenced Activity fund (£303,660) has been allocated to 9 local Activity Providers (APs), 88% VCSE, to deliver timetabled/regular activities to address specific needs, with no financial risk passed onto APs;</li> <li>• If we require use of the DAF, we will use it to purchase goods/services from local VCSEs;</li> <li>• We have capacity/capability-building processes/resources for LPs, including our Capacity Planner Tool, which supports identification/development of LP business improvement areas;</li> <li>• We will support LPs/APs to develop their offers for ex-offenders/expand the activities they deliver via specialist curriculum/training development support;</li> <li>• We have developed a suite of webinars from across the business (e.g. Finance/Marketing/Business Development) which we will deliver quarterly to enhance LPs/APs/local VCSE business functions/capacity;</li> </ul>

## CFO Activity Hubs 2021-2023

- Hub Managers will work with local VCSEs (e.g. Voluntary Services Lewisham) to identify/generate volunteering opportunities, using our expertise of delivering 538,500 volunteering hours on our National Citizen Service programmes in 2019; and
- VCSEs that contribute to the aims/objectives of the contract will be regularly timetabled/scheduled at our Hub and have access to Hub facilities.

## CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.8.3     <u>Social Value – People</u></b></p> <p>Provide details and evidence of how your organisation will improve the living standards of local residents during the contract period:</p> <p>Examples could include:</p> <p><b>a) Improving wages/salaries</b></p> <ul style="list-style-type: none"> <li>• Providing a local workforce which is fairly paid and positively supported by employers. An example could include paying staff the Living Wage Foundation Living Wage</li> <li>• Employing ex-offenders within this contract (direct and supply chain) and within your wider organisation</li> <li>• Use of ex-offenders as voluntary support</li> <li>• Creating traineeships (including apprenticeships)</li> </ul> <p><b>b) Improving prospects</b></p> <ul style="list-style-type: none"> <li>• Improving the skills levels of existing staff by training of the workforce to Level 2/3/4 (for example)</li> <li>• Provide work experience for ex-offenders across organisation</li> <li>• Reduce average sickness absence by an improved health, wellbeing and education and support package for staff</li> <li>• Identify staff who are carers and ensure flexible working practices are implemented to support these responsibilities</li> </ul> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

<b>Answer: Limited to 250 words</b>
<p>Reed in Partnership (Reed) positively transforms people and communities. As a Living Wage employer, Armed Forces Covenant signatory, Race at Work Charter signatory, Disability Confident Leader, and Business Disability Forum member, we will improve living standards of local residents by:</p> <p><b>Improving Wages/Salaries</b></p> <ul style="list-style-type: none"> <li>• Actively targeting/recruiting staff local to Hubs, with 100% recruited from London;</li> <li>• Conducting annual benchmarking exercises with similar local/national roles to ensure staff salaries are fair/commensurate with responsibilities;</li> <li>• Conducting annual performance-related pay reviews (wage increases up to 4%), and excellence awards for high-performing staff;</li> </ul>

## CFO Activity Hubs 2021-2023

- Advertising local Reed/Reed Wellbeing roles within our Hubs (114 London vacancies in the past year), guaranteeing an interview for participants meeting minimum requirements;
- Creating volunteering/work experience opportunities at Hubs, creating roles which interest participants using our expertise as a Fair Train Silver organisation (work experience standard), e.g. since 2018 we supported disadvantaged people through Marks & Spencer's Marks & Start placement programme, securing 122 jobs.
- Identifying/creating traineeships/apprenticeships for participants to support/enhance employability.

### **Improving Prospects**

- Promoting staff development via qualifications (e.g. staff encouraged to complete Level 3 certificates where appropriate), developing specialisms (e.g. Level 2 in Working with Individuals with Learning Disabilities), and accessing training bursaries;
- Providing participant routeways to becoming Peer Mentors to support future programme engagement/delivery (e.g. via Activity Partner's RFEA Recovery Champion volunteering opportunities);
- Operating a free, 24/7 Employee Assistance Programme to support staff health/wellbeing and reduce sickness absence;
- Promoting personal development via a £500 fund per staff member;
- Offering our flexible working package for staff with caring responsibilities, including flexi-hours/remote working.



## CFO Activity Hubs 2021-2023

Criteria	Weighting	Max. Score
<p><b>Q1.8.4 <u>Social Value - Environment</u></b></p> <p>Provide details and evidence of how your organisation promotes and will increase environmental sustainability during the contract period meeting the following outcome(s). Please consider how the physical environment of the hub will support these priorities:</p> <p>Protecting our physical environment and contributing to climate change reduction - examples of this could be, but not exhaustive to –</p> <ul style="list-style-type: none"> <li>• Reducing waste generated compared to previous years</li> <li>• Reducing waste sent to landfill compared to previous years</li> <li>• Reducing carbon emissions by per year</li> <li>• Reducing overall energy consumption / water consumption per year</li> <li>• Increasing the use of renewable energy / community generated renewable energy as a proportion of total energy consumption</li> </ul> <p>Monitoring and training subcontractors to achieve improved environmental objectives</p> <p><b>Your response must be limited to 250 words.</b></p>	<b>X2</b>	<b>14</b>

<b>Answer: Limited to 250 words</b>
<p>Reed in Partnership will apply our ESF award-winning Environmental Policy, Level 2 Green Mark Award, and Carbon Neutral processes to promote/increase environmental sustainability throughout the contract period and reduce our impact on the physical environment by:</p> <ul style="list-style-type: none"> <li>• Prioritising electronic data storage/promoting a 'paperless Hub', linking into our organisation-wide target to reduce paper consumption by 10% year-on-year;</li> <li>• Operating a Reduce, Re-use, Recycle policy, with recycling facilities provided in all Hubs;</li> <li>• Appointing Environmental Champions in all Hubs;</li> <li>• Requiring staff to complete 'Think Green' e-learning at induction, promoting sustainable behaviours;</li> <li>• Monitoring subcontractors on their environmental policies/procedures, and providing training to improve sustainable behaviours through our Quality and Continuous Improvement team;</li> <li>• Distributing a quarterly staff 'Think Green' newsletter, recommending actions staff can further take to reduce environmental impact/improve sustainability;</li> <li>• Purchasing products/services with the lowest environmental impact (e.g. eco-cleaning products) and having an organisation-wide target of increasing our recycling levels by 10% year-on-year;</li> <li>• Encouraging Hub landlords to transfer to renewable energy providers (all properties directly managed by Reed will move to 100% verified renewable energy supply by December 2020);</li> </ul>

## CFO Activity Hubs 2021-2023

- Promoting use of public transport/walking/cycling to staff and participants (e.g. reimbursing participant travel via public transport to Hubs/our staff cycle-to-work scheme), supporting our target of reducing emissions by 10% year-on-year;
- Creating a single-use plastics audit and elimination plan;
- Facilitating/promoting environmentally sustainable volunteering/work experience opportunities for participants (e.g. with TCV in Croydon); and
- Using thin client computers in Activity Hubs (91% less energy use than standard PCs), and plumbed in water coolers to reduce energy/water usage.